

**Middle School Initiative**

**PART I  
COVER SHEET**

**CAP 3 SEMESTER 1 WEEK 2**

**COURSE:** Goddard Leadership Laboratory, Achievement 7

**LESSON TITLE:** Duties and Responsibilities, Working With Cadets, Cadet Evaluations

**LENGTH OF LESSON:** 50 Minutes

**METHOD:** Informal Lecture - Discussion

**REFERENCE(S):**

1. *Leadership: 2000 And Beyond*, Volume 1, Chapter 7
2. AFPAM 36-2241, *Volume 1, Promotion Fitness Examination Pamphlet*
3. FM 22-100, *US Army Leadership*

**AUDIO/VISUAL AIDS/HANDOUTS/ACTIVITY MATERIAL(S):**

1. Overhead Projector
2. Transparencies

**COGNITIVE OBJECTIVE:** The objective of this lesson is for each cadet to:

1. Be cognizant of the duties and responsibilities of a senior cadet NCO.
2. Understand the processes of working with subordinate cadets.
3. Understand the purpose of the cadet evaluation process.

**COGNITIVE SAMPLES OF BEHAVIOR:** Each cadet should:

1. Willingly become involved in the various duties of a senior cadet NCO.
2. Actively become engaged in working with subordinate cadets.
3. Participate in the evaluation of subordinate cadets.

**AFFECTIVE OBJECTIVE:** N/A

**AFFECTIVE SAMPLES OF BEHAVIOR:** N/A

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### **PART II TEACHING PLAN**

#### **Introduction**

**ATTENTION:** Over the past many months you have grown from a beginner to a person who is very knowledgeable about the Civil Air Patrol cadet program. You are in the process of finalizing your progression through the cadet NCO ranks and moving on to higher rewards - that of becoming a cadet officer. As a senior NCO, you have proven your knowledge and abilities as a follower and as a leader. We still have many weeks of learning in front of us in order to attain that first major threshold - the Mitchell Award and promotion to cadet second lieutenant.

**MOTIVATION:** This chapter on leadership is named after space pioneer Robert H. Goddard. Much of his life history is contained in the synopsis at the end of the chapter. The synopsis does not include the fact that he remained at Clark University for about thirty years as head of the physics department and director of the university's physical laboratories. You have learned much about rocketry in previous aerospace education classes mainly because of the workings of Doctor Robert Hutchings Goddard, PhD.

**OVERVIEW:** During our learning session today, we will talk a little about your duties and responsibilities as a cadet senior master sergeant, which is the next NCO rank that you will earn in this course. We will also discuss working with your junior cadets and evaluating them for promotion to the next higher rank.

**TRANSITION:** The Civil Air Patrol leader must have vision - vision that empowers, inspires, challenges, and highly motivates followers to commitment and performance. This is your tasking as a senior cadet NCO.

#### **Body**

**MP 1**        Duties and Responsibilities. You are entering a new era as senior cadet NCOs. From this point on you will be working towards the ranks of cadet senior master sergeant (C/SMSgt) and cadet chief master sergeant (C/CMSgt). Instituted in June 1999 in the CAP cadet program, these new ranks bring us in line with the Air Force senior NCO rank structure. These ranks will be the stepping stones for you to become a cadet officer.

Your duties and responsibilities, currently as a cadet master sergeant, are to fill the drill squadron positions as required by our manning chart. Filling these positions require you to lead cadets of equal or lesser rank. You will be responsible for the conduct of in-ranks inspections to include the follow-up corrective actions, and other duties assigned commensurate with your cadet rank.

You will be furthering your studies in preparation for the Billy Mitchell test. Upon satisfactory completion of the test requirements, you will be appointed to the grade of cadet second lieutenant in Civil Air Patrol.

To meet the requirements of becoming a cadet officer, you must expand your motivational, disciplinary, and leadership skills. This tasking is difficult. You are required to motivate others and this requires a purpose and that purpose needs a plan to accomplish it. To get all this done, you must have confidence in yourself and be a self-starter.

As a teenager, you wish to control your life and be a responsible young adult. Your parents and the senior members of CAP also want this for you. We want you to succeed, taking many small steps at a time with each step being something you can handle. Everything you try to accomplish takes patience, persistence, and dedication to excellence. Don't push yourself to frustration - take your time. Your self-control and self-discipline will help you achieve your established goals.

## **MP 2**            Working With Cadets

1.        Nature of the Group. What is a group and what do they do? A group is a collection of people that has a common purpose, right? The group has goals that channel its behavior and direction, right? What are your feelings about our group and its accomplishments? (NOTE: The instructor should select cadets to answer each of these questions.)

A group may be loosely knit and have no defined leadership, or it could be a well de-fined, closely-knit unit with specific leadership and direction. What kind of unit are we?

Any military type organization needs a well-defined organizational structure and leadership. There are established goals and the unit is highly organized to achieve these goals. Do we fall into this category of well-defined structure and leadership?

2.        Situational Approach to Leadership. The situational approach to leadership is based on the ideas that the leader must analyze each situation and choose the appropriate action to accomplish the mission. Different actions are appropriate in differing circumstances. The leader achieves proper consistency and flexibility by asking: "What must I do in this situation to best lead my people?" There is no correct answer as to what style or pattern will continually produce successful results. This style of leadership focuses on the ability to adapt to differing situations. Effective leadership depends on your ability to cope with all situations.

To effect this style of leadership, you must understand yourself, evaluate the conditions and situations, and finally, diagnose the situation and act accordingly.

3.        Leadership Summary. Cadet noncommissioned officers are delegated the authority necessary to exercise leadership commensurate with their rank and assigned responsibility. Cadet NCOs give orders in the exercise of their respective duties. A deliberate failure to obey these orders, by a subordinate cadet, could lead to a commander's counseling session.

Because of this vested authority you have as a cadet leader, you have tremendous influence over subordinate cadets. Your positive approach to all situations and conditions will create the correct atmosphere in which the cadets will work. You are watched by others to determine what kind of leader you are.

To be an effective leader and manager of people and things you must have:

- Proper bearing - you are authoritative and sure; upstanding
- Courage - be able to stand up for what is right
- Dependability - leaders must be dependable at all times
- Enthusiasm - full of energy and ready to go
- Integrity - reflects your value system
- Judgment - this calls for logical and precise thinking, considering and weighing the facts of any situation
- Initiative - you are not satisfied with the hum-drum, willing to think and do that which is over and beyond the basics
- Knowledge - being cognizant of the mission and your peoples ability to perform
- Loyalty - being loyal to your seniors, peers, and subordinates
- Tact - getting the word across in such a manner as to make it easily acceptable by all

As a final word on leadership, let's look at some words taken from a video that was aired on US Air Force television at bases around the world in 1995.

#### TRANSPARENCY LL7.1.1 - Fogelman Quote

*"Good order and discipline. At the very foundation of these concepts must be the standards that are uniformly known, consistently applied, and nonselectively enforced. Our military standards are higher than those of our society at large because of what we do. We defend our nation. The tools of our trade are lethal. We are held to a higher standard by the public and we are held in high regard by the public because of the integrity we demonstrate by holding ourselves accountable and others accountable for their action."*

Ronald R Fogelman, General, USAF, Former Chief of Staff

TRANSITION: Now that you know all about being a leader, let's consider one of the major functions that all leaders are faced with - that of performing evaluations of their subordinates.

**MP 3** Evaluations

As you moved through the previous achievements, I had the responsibility of grading your progression just like any school subject, but with more objectivity. Just what is the purpose of this evaluation system anyway? Very simply put, it is the rater's look at each of you, comparing one against the other (Objectivity), trying to keep personal opinions at an absolute minimum. Allowing personal opinion to enter into the evaluation would cause the evaluation to become subjective - just me and you. You are graded amongst your peers. The evaluation determines your strengths and weaknesses in all the grading areas shown here.

TRANSPARENCY LL7.1.2 - Cadet Progression Evaluation (Front)  
(NOTE: Instructor will discuss each of the areas on the transparency.)

Now that we have looked at the front side, let's take a look at the reverse side and discuss it.

TRANSPARENCY LL7.1.3 - Cadet Progression Evaluation (Back)  
(NOTE: Instructor will discuss each section on the transparency.)

Each of you has seen this form before during required achievement evaluations. Each of you will be evaluated at least twice during this year. These evaluations will allow you to know how well you are progressing toward becoming a cadet CAP officer.

### Conclusion

**SUMMARY:** During our session today we have looked at some of the duties and leadership responsibilities as they may affect you as a senior cadet NCO. The development of your leadership potential is a never-ending task. We also looked at the cadet evaluation system and the reasons for it.

**REMOTIVATION:** A better summation to this hour is a quote from US Army Field Manual 22-100: *"A good leader must sometimes be stubborn. Armed with the courage of his convictions, he must often fight to defend them. When he has come to a decision after analysis--and when he is sure he is right--he must stick to it even to the point of stubbornness."*

General of the Army, Omar N. Bradley, May 1967

**CLOSURE:** Everyday is a learning experience. Something new comes into our lives and we benefit from that. In our next class, we will discuss the evolution of becoming a cadet officer, some additional barriers to communication, and non-verbal communications. Take time to read all of the current chapter in your leadership text and be prepared to discuss these items.

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**PART III  
LESSON REVIEW**

**LESSON OBJECTIVE(S):** The objective of this lesson was for each cadet to become acquainted with his or her duties as a senior cadet NCO, understand the requirement to work with subordinate cadets, and become acquainted with the cadet evaluation system.

**LESSON QUESTIONS:** Completion of the chapter review exercise satisfies this section.